

FACULTY SENATE MEETING

December 2, 2015

1. Call to Order.

CHAIR AUGIE GRANT (Journalism) called the meeting to order.

2. Corrections to and Approval of Minutes.

CHAIR GRANT asked for corrections to the minutes of the meeting of November 4, 2015. There were none, and the minutes were approved.

3. Invited Guest

CHAIR GRANT introduced James Perry, the university's Chief Information Security Officer. His work touches university employees more on a day-to-day basis than almost anybody else on campus. Every day there are attempts to infiltrate university technology systems either through individual computers or through the system computers. A number of different policies and procedures have been instituted to address that.

GUEST JAMES PERRY (CHIEF INFORMATION SECURITY OFFICER) thanked the Faculty Senate for the opportunity to speak on information security.

Senators received a packet of materials ahead of the meeting, and Perry touched on highlights from those materials.

The University has been working on information security for some time. Prior to 2012, much of that work, much of the policies, the standards, the best practices that Perry's office distributed were home grown with very little direction or involvement from the state. As a result of the breach of the Department of Revenue data in 2012, the state began investing in information security, including the creation of an information security program, hiring a full staff, and earlier this year, publishing a set of policies and standards that the university, as a stage agency, is required to comply with. The compliance date is set at July 1, 2016. The compliance requirements are based on the NIST (National Institute of Standards and Technology). There are 342 controls, which makes it very complex for an institution that is as diverse and as wide as the university, to figure out how to implement it in a way that works for higher education. Perry's office is holding stake holder engagements and discussions.

Perry shared some of the latest industry research on what the university's greatest threats are and what faculty can do to help improve the security of the university.

The strategy for the new state requirements is threefold. The university will adopt the state's requirements where possible and adapt them to meet the unique requirements of

the university so that the mission of the university can proceed. Compliance with 342 controls will require quite a bit of investment and effort by the entire university community. Everyone has a piece of that responsibility. An evidence-based risk management approach is necessary. Eighty percent of the university's security concerns can be dealt with by employees following a handful of procedures which need to be focused on initially.

Perry discussed two pieces of research. One was by the EAB entitled "Elevating Security Awareness." It is a question of when a data compromise will happen at the university, not if it will happen. The goal is to minimize the impact when an incident occurs and to quickly discover and respond to those incidents that happen.

The biggest opportunity to improve security is through elevating awareness of the users. The Verizon report is currently the best industry research that is actionable. They collect data from 70 different companies and organizations that do incident response across 61 countries. There were almost 80,000 breaches last year; of those almost 3,000 contained data breaches of around 7 million records. They look at all of the root cause analysis that was done for those incidents. They break the results down by industry sector, education being one of those, and then they provide meaningful recommendations that can be used to tailor security strategy.

In higher education, 32% of the incidents faced last year were based on software attacks, for which there were software patches available that simply weren't installed. The report found that 99.9% of all of those vulnerabilities that were exploited had a patch that had been published for at least one year. The message to the faculty and to the university users is that having solid patch management strategies and going through that process to install patches, making systems up-to-date and keeping that as a high priority solves many of the problems - that one simple step.

The second biggest area was unintentional disclosures. Twenty-six percent of the breaches that happened fall into that category. Sixty percent of those were related to simple system-administrator error. Making sure IT staff have training and are aware of the latest security threats is key to minimizing those. Examples include publishing a spreadsheet that has a social security number in a hidden column, or disposing of a computer that had sensitive data on a hard drive.

The third category is around intellectual property - attacks on research or confidential industry data and so on. These often come through email attachments and email links. Almost 80% of those incidents came through email in one way or another. It is paramount that end users exhibit and continue safe email practices, such as keeping antivirus programs installed and up-to-date.

A few years ago, it was really easy to identify phishing messages, but the sophistication of them has improved significantly. In the past few weeks Perry's office has received phishing emails that appear to come from legitimate people from the university, has the legitimate email address of that individual and the person that sends the email knows

something about the organizational structure. One example, President Pastides supposedly initiated a wire transfer in support of some of the flood victims in South Carolina and that email went to an appropriate person that could do wire transfers on behalf of the university. So the adversary knew something about the organizational structure. It was very well written. It made sense. It was timely and had staff not been diligent in asking that question of, “Is this really the way we do business? Is this the way our business process works, that I just get an email?” Had they not asked those questions, they could have fallen victim to that fraudulent attack. Perry’s staff gets about 400 of those events a month that they investigate.

The ability to get classwork done or research and having those systems and those things they rely upon available and uninterrupted is critical for faculty members’ success. The enforcement side is when there is a breach of those systems where they haven’t been patched, and not all of the security precautions that are needed have been done. Perry’s office is required by state policy to respond, contain, and investigate what happened, how it happened and if the state is not satisfied with the university’s response, they have the statutory ability to take over that investigation and proceed through to completion. Any time Perry’s staff has to do a forensic incident response, it can take weeks to fully investigate, find out exactly what happened, work with law enforcement and complete the analysis. So as a matter of ensuring that infrastructure and systems are available to faculty, an ounce of prevention here is very important and that’s the biggest probable value proposition to faculty.

Confidentiality of the data, complying with things like HIPPA legislation, PCI, FERPA – the university needs to protect its state data that’s important and integral. No one would want students grades changed through an unauthorized mechanism or perhaps paychecks altered in an inappropriate way. Therefore ensuring the integrity of data is important.

CHAIR GRANT asked about a new piece of software that has to be put on every computer on campus.

GUEST PERRY stated that the initiative is entitled simply, “Data Discovery.” One of the strategies for improving security is to get rid of sensitive data on a computer if the user doesn’t need it. This software is intended to scan an end-user’s computer, look for social security numbers and credit card data and report that that exists to the end-user, so that they can take action to remove it.

The software also relates to the state’s 342 controls. Determination of which of those controls to apply is based on the classification of the data that’s on the system. If a machine is scanned and there is no confidential data, that computer can be labeled as “public information” and there are less controls that the end-user is responsible for employing. If, however, there is sensitive data or confidential data that the end user has to have as a job function, the security controls required by state policy are much more extensive. And so that tool will help the end-user decide which controls needs to be installed.

The tool was made available in March to Network and IT staff across the system and gave them the latitude to implement in their departments, using their own strategy. The way that will work best for the College of Arts and Sciences is different than the College of Engineering and so they have been given flexibility.

It is designed for Windows computers to run in the background, so when the user is active on a machine, it basically slows down and stops its process and then when the user is inactive it picks back up and starts its scan. It should not greatly impact speed. Perry's staff is investigating report of performance issues on Macintosh Computers.

PROFESSOR CHRISTIAN ANDERSON (Faculty Welfare Committee) asked if there were a way to systematically update classroom computers; pop ups for updates often occur during a professor's class presentation and they have to click "ignore" but forget to go back and install it later.

GUEST PERRY replied that there is technology that can automatically deploy those things on classroom computers. However, it depends on whether particular IT infrastructures of individual colleges and buildings have that deployed. Some colleges have that capability and others do not. Perry is working to negotiate a donation of a software that will help the university do that, in an enterprise agreement that would benefit everyone. However, it's premature to speculate on when and if that might happen.

PROFESSOR CARRIE QUEENAN (Management Science) asked if there were a checklist for faculty to follow in implementing best security practices.

GUEST PERRY replied that he has received feedback regarding the need for some better intentionally written documents for faculty and for researchers that will help them understand the minimal they have to do. One of his office's major initiatives during December is to update the website to provide content that is better targeted to answer those types of questions, such as a list of top five things that should be done, in very simple, nontechnical language and links on how to do it.

PROFESSOR QUEENAN asked if that will be pushed out to faculty or would they have to know to go look for it.

GUEST PERRY stated it would be available on our website. The security program is structured so that each organizational unit is responsible for establishing a security liaison that represents their area. That individual is the liaison that is designed to communicate and share those things and help implement those according to the uniqueness of each college. Security programs and updates are communicated through them as well as the website, listservs, and other means.

The second piece is mentioned in the early comments. We're very interested in stakeholder input and one of the things that we've been working on with President Pastides that we're working to finalize is the creation of a state-wide IT Advisory Council that can provide recommendations as we try to adopt and implement the state

requirements. We want to make sure the tactics that we use to do so don't impede our ability to do our work and we need faculty input in that process.

PROFESSOR QUEENAN commented that communication sometimes dies out when it gets down to front line employees, so she doesn't know who her department's liaison is. She is concerned about that communication getting to everyone.

CHAIR GRANT stated that when the information was up, he would send it out through Faculty Senate so that it went through multiple channels. He asked if there are any special concerns over computers that are owned by individuals as opposed to university-owned computers.

GUEST PERRY stated that their only concern is that the state's requirements do not differentiate. The state says that if university data is on a personally owned device, it is subject to those requirements. That presents a challenge or a concern potentially for faculty in terms of privacy. If those implications are communicated, faculty can make an informed decision on whether they want to be subject to that and to the requirements that that imposes upon them.

Another challenge is that the software tools that are licensed to help implement security have been licensed traditionally for university-owned equipment. That puts the burden of purchasing and selecting software tools to help with that on the individual. They are working to change the strategy used in licensing software going forward so it will embrace today's "bring your own device" reality. Approximately 30% or 40% of the devices on the university's network are personally owned and the strategy has to change to deal with that.

PROFESSOR DENISE MCGILL (JOURNALISM AND MASS COMMUNICATIONS) clarified that if she gets university emails on her phone then she has to come up with some sort of extended security precautions for my phone.

GUEST PERRY replied that the university received a request under the Freedom of Information Act that requested email information from a mobile device. It could put a personal phone within subject of that search.

Perry also stated that by virtue of connecting to the university's email infrastructure, the university has the ability with the system to securely erase that device to protect the university's data. They don't use that now, but may have to look at that type of control in the future as the state requires. Those are the kinds of discussions that they will have with the IT Security Advisory Council to figure out what the university's policies are going to look like to deal with those very situations. They will need input on how to do that in a reasonable and practical way.

PROFESSOR MCGILL commented that a practical solution would be for faculty to decide not to check emails on any device besides university computers.

CHAIR GRANT asked about the implications of using devices other than laptops and desktops, including tablets and smart phones.

GUEST PERRY stated that the strategy needs to encompass all of that technology. Mobile devices accounted for less than a 10th of a percent of all data breaches last year according to the Verizon Report. So in terms of where they invest time and energy, that's lower on the priority list. They do need to prepare for it, but the mobile devices are not where the great majority of breeches occur.

The website is security.sc.edu

4. Report of Committees.

a. Senate Steering Committee, Elizabeth West, Secretary:

SECRETARY ELIZABETH WEST (Libraries) reminded senators that the Committee Volunteer Forms have been mailed. Anyone who had not received them should check with their mailroom, or contact the Faculty Senate Office to request another copy. She asked that senators share them with colleagues and consider carefully what committees they may want to serve on. Forms are due by December 18th. The Steering Committee will meet next month to make committee assignments.

b. Committee on Admissions, Librarian Jodi Spillane, Chair:

LIBRARIAN JODI SPILLANE (Libraries) brought forward three proposals, which are bulletin edits from the Office of Undergraduate A fourth proposal on the agenda was withdrawn.

CHAIR GRANT opened the floor for discussion, and asked for clarification on the AP seminar.

ASSOCIATE VICE PRESIDENT SCOTT VERZYL (Office of Undergraduate Admissions and Enrollment Management) explained the College Board offers a variety of AP courses and tests and AP Research and AP Seminar are two new courses that they offer high school students. Those are the names of the actual courses. They don't have the obvious exact equivalent course at the college level. They more often get put in the school credit evaluations as free elective credit or if a school has a research type of course that students might do as a capstone course. The Commission on Higher Education has a statute that all schools in the state of South Carolina must grant credit for all AP courses for students who score a 3 or better on the exam. It doesn't specify what that course credit must be. That is left up to the subject matter expert through the department of instruction. The purpose of this request is to acknowledge the fact that the university will comply with the CHE regulation of granting credit for any 3 or better. It may be that it ends up being free elective credit. That doesn't need to be decided today. It just needs to be on record that the university is in compliance.

PROFESSOR SANDRA KELLY (Psychology) asked if the university would be in compliance if the bulletin could just say that the university will grant anything that is accredited for AP, rather than have a long list of content areas.

ASSOCIATE VICE PRESIDENT VERZYL stated that was correct. He didn't know the history of why they are all listed, but when there is a new AP subject area, it is simply added to the list.

There was no further discussion and the proposal was approved as submitted.

PROFESSOR SPILLANE brought forward the second motion regarding the Cambridge International exams.

PROFESSOR FELIPE THOMAS (Marketing) asked for clarification that the level of grades were equivalent to AP credit and IB credit and everything else at the university.

ASSOCIATE VICE PRESIDENT SCOTT VERZYL stated that it roughly equates to a 3 on an AP exam.

There was no further discussion and the proposal was approved as submitted.

PROFESSOR SPILLANE brought forward the third proposal regarding a slight change in the information about the CLEP exams. This is slightly different from what was in the agenda because there now is someone in the Testing Center for people to call and it was recommended through email that they add the link to the CLEP page on the Registrar's home page.

There was no further discussion and the proposal was approved as submitted.

c. Committee on Curricula and Courses, Professor Kathleen Kirasic, Chair:

PROFESSOR KATHLEEN KIRASIC (Psychology) submitted a correction to the November 4 report. There was an omission with regard to reporting a change in credit hours from 124 hours to 120 hours in the concentration for both the Fashion Marketing and Retail Management courses. The Committee met, reviewed and approved the entire proposal including those hour changes.

Kirasic brought forward one hundred and sixty-one proposals: eighty-eight from the College of Arts and Sciences; four from the Darla Moore School of Business; nine from the College of Education; thirty-seven from the College of Engineering and Computing; four from the College of Hospitality, Retail and Sport Management; two from the College of Information and Communications; two from the School of Music; one from the School of Nursing; seven from Arnold School of Public Health; four from the College of Social Work; one from the Palmetto Programs and two from the English Program for Internationals.

There was no further discussion and the proposals were approved as submitted.

d. Committee on Instructional Development, Professor Tena Crews, Chair:

PROFESSOR TENA CREWS (Hospitality, Retail and Sport Management) requested approval of three courses: MATH 111, EDEC 336 AND SLIS 410.

There was no further discussion and the proposal was approved as submitted.

e. Committee on Scholastic Standards and Petitions, Professor Kathy Snediker, Chair:

PROFESSOR KATHY SNEDIKER (Libraries) brought forward a proposal to change the academic regulations in the Undergraduate Bulletin.

PROFESSOR JOHN GERDES (Integrated Information Technology) asked for clarification regarding switching from an “X” to a statement on the transcript. He also asked if placing the Honor Code violation on the transcript was automatic.

PROFESSOR SNEDIKER stated that the move to the statement is connected to the banner system, and the notation meant that there would no longer be a need to refer to a legend to explain what the “X” meant.

DR. AARON MARTERER (University Registrar) confirmed that is part of the change from the old IMS system to banner that eliminates the need to refer to a key.

PROFESSOR SNEDIKER added that their committee makes no decision about the Honor Code Violation whether it’s on the transcript or not. They are just updating the bulletin so students are aware of what that notation currently would look like in the Banner system.

PROFESS JOSH TARBUTTON (Mechanical Engineering) stated that the Office of Academic Integrity decides on the sanctions. First offence for a student is not necessarily put on the transcript.

There was no further discussion and the proposal was approved as submitted.

5. Reports of Officers.

PRESIDENT HARRIS PASTIDES opened his report with a discussion of the recent floods. He stated that although the university was spared the worst of it, some faculty, staff, students and their families suffered a great deal. One of the indirect repercussions of the flood is the impact on applications and possibly even admissions for next year. It curtailed hundreds of student visits by high schoolers that would have taken place over that roughly two-week period. The most highly correlated predictive variable relative to applications received has to do with taking a visit. The best predictor of receiving an

application is the high schooler who has visited the university. Student applications have dropped about 2% which is roughly the number of visits that were down this year.

PASTIDES addressed the student protest that occurred on November 16th. He welcomes ongoing conversation about the grievances and respects the students who organized the protest and with whom he has been meeting since that time. He respects their demands and important issues as well. The university appears to be on a good track to move forward, seriously and expeditiously to address the concerns. The University Diversity Committee is comprised of faculty caucuses and student caucuses and staff caucuses and diversity officers that are distributed among our colleges. Representatives of the USC 20/20 Vision Movement are part of the Diversity Committee and they will organize their work so that each of the issues will be addressed in concert with the students.

The administration acknowledges the goals of the movement and wants to see how much of the agenda can be embraced and acted upon next semester. The forces in society that involve race and social justice are part of the university, too. It is no secret that race and social justice comprise two of the greatest events of the day; Ferguson or University of Missouri were possibly important trigger or keystone events but these events are far deeper than that. The President stated he was glad that the university called for the removal of the confederate flag, even before the Governor did so.

Reflecting on the events this past summer both nationally and in the state compel the university to be a safe harbor but also a place where vigorous and difficult conversation, dialogue, debate, disagreement, hopefully leading to some agreement, can take place. The university appointed its first Chief Diversity Officer in its history, John Dozier, who's doing an outstanding job in respecting and working with students, faculty and staff on the important issues of the day. The Faculty Senate is an exemplary place to engage as the Diversity Committee moves forward in an organized way.

On November 23rd the university announced a new center for Civil Rights Research and History to be housed temporarily in the Thomas Cooper Library and possibly later in the Booker T. Washington facility. Congressman James E. Clyburn agreed to donate his congressional papers. That is a living part of American history with more to come.

Dr. Bobby Donaldson from the Department of History and African American Studies will chair the Center's Implementation Committee which has 24 university and community members. The President hopes this center will become a national center where not only scholars but also college students and K-12 students will learn about this state's important and vital place in the Civil Rights Movement for the entire United States.

The University of South Carolina was cited in a new report by the Education Trust called *Rising Tide* as one of the leading 26 universities that showed the most improvement in graduation rates over the past decade, 2003-2013, and specifically graduation rates among minority students enrolled at public 4-year colleges. The graduation rate rose significantly among minority students and is significantly above average relative to all 4-year universities in the state.

The Student Success movement started as a way to address the spiraling cost of college because the best thing a student could do to save his or her family money was to graduate on time. The university is continuing to invest in a core of student advisors who are professional Masters-trained advisors who work mainly in the Thomas Cooper Library. Our success is also due to the University 101 program, which helps students learn to navigate through academics. There is still a lot of work to do improving the help provided when students change majors.

PASTIDES recently returned from the Sultanate of Oman as part of the efforts by our Global Carolina Office to build partnerships for faculty exchange and for student exchange.

On November 12th Norman and Gerry Sue Arnold, the original benefactors of the Arnold School of Public Health, added an additional \$7 million to the endowment of the school to create a new Institute on Aging, an important topic to us all.

The president invited the faculty to the Annual Faculty/Staff Drop in at the President's House on December the 8th.

PROVOST JOAN GABEL reflected that her first 100 days had some unexpected events. One of these was the national conversation on inclusion that Carolina students have participated in. The administration is working to be very aware and open and embracing of continuing conversation to make the campuses the best they can possibly be.

The administration is looking at a lot of enrollment growth. There is still tremendous demand by very qualified students to come to the university, and they are examining what that means for faculty in terms of hiring.

They are also working on retention of faculty and compensation of faculty who are already here. These are projects that have had some activity over recent months and years but are also in continuous discussion to make sure it remains in an ongoing productive state.

The administration is looking at new programs, many of which have taken multiple years to bring to the fore, but also ones that are emerging up in new conversations now, incentives for some of these new programs and how to make sure that there is a reason why a member of the faculty, a department, a college would want to engage in the extra effort necessary to both launch a new program or even to embrace some of the exciting new modalities for existing courses, online education, different delivery models, etc.

The Provost has been conducting two-hour visits in each of the units over the course of the fall and is nearly done. She has asked all the Deans to invite her to their Spring Faculty Meetings. The meetings were to provide her with a quick understanding of what goes on in each unit so she can contextualize discussions over faculty proposals,

incentives, models, hiring initiatives, etc., according to her understanding of the needs of the unit and how that all percolates into a university level set of needs, challenges and opportunities.

Gabel will host a Faculty Forum scheduled for early January where she will provide more detail on the different things she's been doing and report on items discussed in the Provost's Retreat and Dean's Retreat, for the general faculty to discuss with check-ins on initiatives, most notably strategic planning.

The Provost expects faculty will begin seeing the academic consequences of the October flood, including a heightened sense of stress level for faculty and students on what it will look like to do final assessments in courses that had a significant interruption in the middle of the semester. The administration strongly encourages continued flexibility and creativity in dealing with the effects and thanks the faculty for all they've done.

Hossein Haj-Hariri is the new Dean for the College of Engineering and Computing. He will start on January 1st.

The search in Arts and Sciences is reaching the point of bringing finalists to campus. The College of Education is also doing a Dean search; finalists are likely to be on campus in the early part of the spring semester. Pharmacy is looking for a new Dean. Randall Rowen announced his retirement and the committee is chaired by Anna Scheyett from Social Work.

Bill Hogue, the Chief Information Officer and Vice President, has announced his retirement. He will continue in his role until a successor is named. An executive search consultant will work with the search committee.

6. Report of the Secretary.

No report.

7. Report of the Chair.

CHAIR GRANT reminded faculty to protect themselves and their students by getting their flu shots.

The Faculty Senate website is being redone, and Grant will begin working on the Faculty Senate Manual.

GRANT expressed his appreciation to the mighty sound of the Southeast, the Carolina Band and their work with the Clemson Band for such a moving tribute to the Emmanuel 9 at the Carolina-Clemson game halftime. It reminded everyone that we may be competitive on the field, but really at the heart, we are one state, we're together. Their joint performance on Saturday reminds everyone of that, reminded everyone that

universities have a lot more in common than they have that separates them, and that's the spirit everyone can all use in daily life.

The Chair reminded senators that he has sent out a number of requests for them to give feedback regarding guest speakers as he is beginning to schedule these. Suggestions can be emailed to him at Augie@sc.edu.

The guest speaker at the February meeting will be Athletics Director Ray Tanner.

8. Unfinished Business.

There was no unfinished business.

9. New Business.

There was no new business.

10. Good of the Order.

SECRETARY ELIZABETH WEST encouraged faculty to attend the University Libraries' Holiday Coffee and Holiday Book Signing on Dec. 3 at 3:30 in the Hollings Program Room. The Holiday coffee features a presentation by Boyd Saunders, Distinguished Professor Emeritus of Art at USC, showcasing holiday cards he designed. The title of his talk is "Christmas Past: 28 years of Christmas Art." The book signing follows immediately after in the same location, 4:30-6:00 and there are a variety South Carolina authors including several faculty members and who will have books available to purchase and to sign.

West also encouraged faculty to attend upcoming events for the South Caroliniana Library's 175 Anniversary Year. Next week West and her co-author, Katharine Thompson Allen, will give a presentation on the history of the Horseshoe. In January, the library hosts a presentation on architectural records and in February a presentation on African American collections particularly those on funeral homes and celebrations of community life. All of the information available on the Caroliniana's website.

11. Adjournment.

A motion to adjourn was seconded and passed. The next meeting of the Faculty Senate will be Wednesday, February 3rd at 3 pm, in the Law School Auditorium.